SUPPLEMENT 19-D

THE SOURCE SELECTION PLAN

Prior to solicitation issuance, a source selection plan should be prepared by the Program Manager (PM), reviewed by the Contracting Officer, and approved by the Source Selection Authority (SSA). A Source Selection Plan (SSP) generally consists of three parts:

- The first part describes the organization, membership, and responsibilities of the source selection team,
- The second part identifies the evaluation factors, and
- The last part establishes detailed procedures for the evaluation of proposals.

Source Selection Organization

The SSA is responsible for selecting the source whose proposal is most advantageous to the government. The Source Selection Advisory Council (SSAC) provides advice to the SSA based on the Source Selection Evaluation Board's (SSEB's) findings and the collective experience of SSAC members. The SSEB generates the information the SSA needs by performing a comprehensive evaluation of each offeror's proposal. A Technical Evaluation Review Team(s) evaluates the technical portion of the proposals to support the SSEB. The process flow is shown in Figure 19-6.

The PM is responsible for developing and implementing the acquisition strategy, preparing the SSP, and obtaining SSA approval of the plan before the formal solicitation is issued to industry. The System Engineer or technical manager supports the PM's efforts. The Contracting Officer is responsible for preparation of solicitations and contracts, any communications with potential offerors or offerors, consistency of the SSP with requirements of the Federal Acquisition Regulation (FAR) and DoD FAR Supplement (DFARS), and award of the contract.

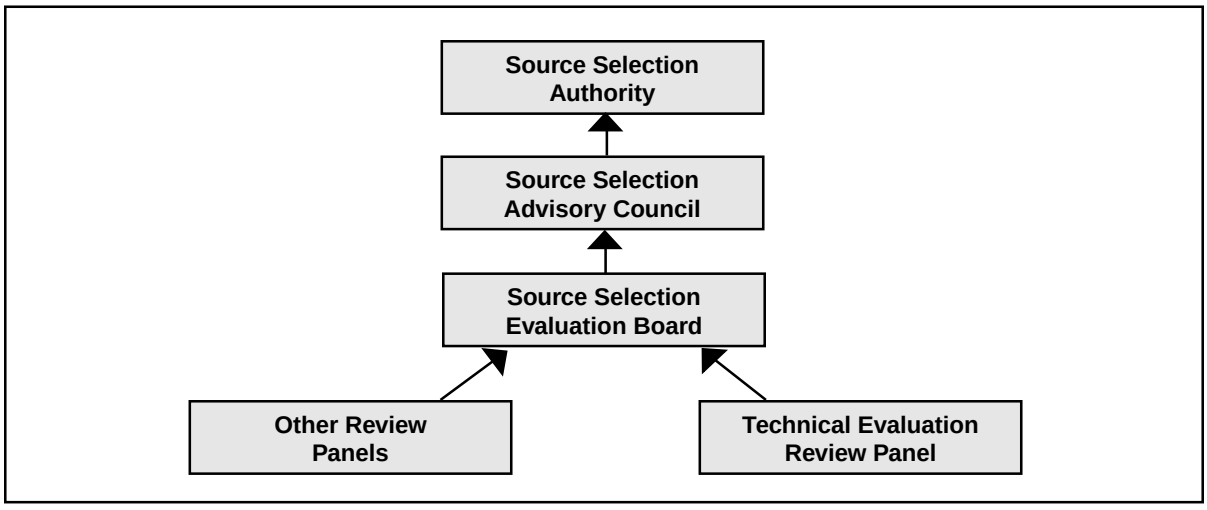

Figure 19-6. Source Selection Process

SSP Evaluation Factors

The evaluation factors are a list, in order of relative importance, of those aspects of a proposal that will be evaluated quantitatively and qualitatively to arrive at an integrated assessment as to which proposal can best meet the Government's need as described in the solicitation. Figure 19-7 shows an example of one evaluation category, life cycle cost. The purpose of the SSP evaluation is to inform offerors of the importance the Government attaches to various aspects of a proposal and to allow the government to make fair and reasoned differentiation between proposals.

In general the following guidance should be used in preparing evaluation factors:

- Limit the number of evaluation factors,
- Tailor the evaluation factors to the Government requirement (e.g., combined message of the SOO/SOW, specification, CDRL, etc.), and
- Cost is always an evaluation factor. The identification of the cost that is to be used and its relative importance in rating the proposal should be clearly identified.

Factors to Consider

There is not sufficient space here to attempt to exhaustively list all the factors that might influence the decision made in a source selection. The following are indicative of some of the key consideration, however:

- Is the supplier's proposal responsive to the government's needs as specified in the RFP?
- Is the supplier's proposal directly supportive of the system requirements specified in the system specification and SOO/SOW?
- Have the performance characteristics been adequately specified for the items proposed? Are they meaningful, *measurable*, and traceable from the system-level requirements?
- Have effectiveness factors been specified (e.g., reliability, maintainability, supportability, and availability?) Are they meaningful, *measurable*, and traceable, from the system-level requirements?
- Has the supplier addressed the requirement for test and evaluation of the proposed system element?

Rating (Points)	Evaluation Criteria – Life Cycle Cost
9-10	Offeror has included a complete Life Cycle Cost analysis that supports their proposal.
7-8	Offeror did not include a complete Life Cycle Cost analysis but has supported their design approach on the basis of Life Cycle Cost.
5-6	Offeror plans to complete a Life Cycle Cost analysis as part of the contract effort and has described the process that will be used.
3-4	Offeror plans to complete a Life Cycle Cost analysis as part of the contract effort but did not describe the process that will be used.
0-2	Life Cycle Cost was not addressed in the Offeror's proposal.

Figure 19-7. Evaluation Factors Example

- Have life cycle support requirements been identified (e.g., maintenance resource requirements, spare/repair parts, test and support equipment, personnel quantities and skills, etc?) Have these requirements been minimized to the extent possible through design?

- Does the proposed design configuration reflect growth potential or change flexibility?

- Has the supplier developed a comprehensive manufacturing and construction plan? Are key manufacturing processes identified along with their characteristics?

- Does the supplier have an adequate quality assurance and statistical process control programs?

- Does the supplier have a comprehensive planning effort (e.g., addresses program tasks, organizational structure and responsibilities, a WBS, task schedules, program monitoring and control procedures, etc.)?

- Does the supplier's proposal address all aspects of total life cycle cost?

- Does the supplier have previous experience in the design, development, and production of system elements/components which are similar in nature to the item proposed?

Proposal Evaluation

Proposal evaluation factors can be analyzed with any reasonable trade study approach. Figure 19-8 shows a common approach. In this approach each factor is rated based on the evaluation factor matrix established for each criteria, such as that shown in Figure 19-7. It is then multiplied by a weighting factor based on the perceived priority of each criteria. All the weighted evaluations are added together and the highest score wins.

Like trade studies the process should be examined for sensitivity problems; however, in the case of source selection, the check must be done with anticipated values prior to release of the RFP.

Evaluation Criteria	WT. Factor (%)	Proposal A		Proposal B		Proposal C	
		Rating	Score	Rating	Score	Rating	Score
A. Technical Requirements:	25						
1. Performance Characteristics	6	4	24	5	30	5	30
2. Effectiveness Factors	4	3	12	4	16	3	12
3. Design Approach	3	2	6	3	9	1	3
4. Design Documentation	4	3	12	4	16	2	8
5. Test and Evaluation Approach	2	2	4	1	2	2	4
6. Product Support Requirements	4	2	8	3	12	2	8
B. Production Capability	20						
1. Production Layout	8	5	40	6	48	6	48
2. Manufacturing Process	5	2	10	3	15	4	20
3. Quality Control Assurance	7	5	35	6	42	4	28
C. Management	20						
1. Planning (Plans/Schedules)	6	4	24	5	30	4	24
2. Organization Structure	4	4	16	4	12	4	16
3. Available Personnel Resources	5	3	15	3	20	3	15
4. Management Controls	5	3	15	3	20	4	20
D. Total Cost	25						
1. Acquisition Price	10	7	70	5	50	6	60
2. Life Cycle Cost	15	9	135	10	150	8	120
E. Additional Factors	10						
1. Prior Experience	4	4	16	3	12	3	12
2. Past Performance	6	5	30	5	30	3	18
Grand Total	100		476		516*		450

* Select Proposal B

Figure 19-8. Source Evaluation